



Overview & Scrutiny

Resident Experience Programme – Update & Next Steps

Date: 8 March 2022

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Director of Planning, Head of Insight, Transformation & OD, Head of Digital Solutions, Head of Corporate Customer Relations and Head of the Programme Management Office

Outline and recommendations

The purpose of this report is to provide Scrutiny with an update on the progress of the Resident Experience programme since their last meeting in November 2021. The Overview and Scrutiny Committee is recommended to:

- Note and provide feedback on the work undertaken to date and planned next steps for the Resident Experience programme (sections 4, 5 & 6)
- Note the specific outputs of the member casework design sprints and next steps for the review (section 7)

Timeline of engagement and decision-making

May 2021 – initial engagement with the Senior Leadership Team (SLT)

June 2021 – agreement from the Executive Management Team (EMT) to begin scoping the discovery phase of the programme

July 2021 – first Cabinet Briefing on the Resident Experience programme

September 2021 – first Overview & Scrutiny discussion on resident experience, following a call for evidence

October/November 2021 – four member-led workshops to inform the scope of the programme

November 2021 – second Overview & Scrutiny discussion on resident experience

December 2021 – meeting with core senior stakeholders to finalise the delivery approach for the discovery and design phases of the programme, with subsequent agreement to procure an external partner to support this work

January 2022 – second Cabinet Briefing on the Resident Experience programme

24th January to 4th February 2022 – first of two design sprints ('discovery') as part of the member casework review

1. Summary

- 1.1. The purpose of this report is to provide Scrutiny with an update on the progress of the Resident Experience programme since their last meeting in November 2021.

2. Recommendations

- 2.1. Scrutiny is recommended to:

- Note and provide feedback on the work undertaken to date and planned next steps for the Resident Experience programme (sections 4, 5 & 6)
- Note the specific outputs of the member casework design sprints and next steps for the review (section 7)

3. Policy context

- 3.1. The Resident Experience programme will enable all the Corporate Strategy priorities, most explicitly Open Lewisham, as well as the organisational priority of improving our resident experience (as set out in the Chief Executive's report to Full Council in February 2020). It will also support the work to deliver our Future Lewisham ambitions.

4. Background and scope

What is the resident experience programme?

- 4.1. The Resident Experience programme is an organisation-wide initiative for driving forward transformation and culture change, user-focused service design and digital innovation. It is underpinned by the Council's emerging Digital Strategy, Organisational Development Strategy and Customer Service Strategy.

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4.2. The ultimate aim of the programme is to improve outcomes and advance equality for all Lewisham residents by understanding their needs, listening to and learning from their experiences (both directly and through insights from our members and frontline staff) and focusing on what matters most to them.

4.3. Further background information can be found in Appendix B.

5. Programme overview: discovery and design phases

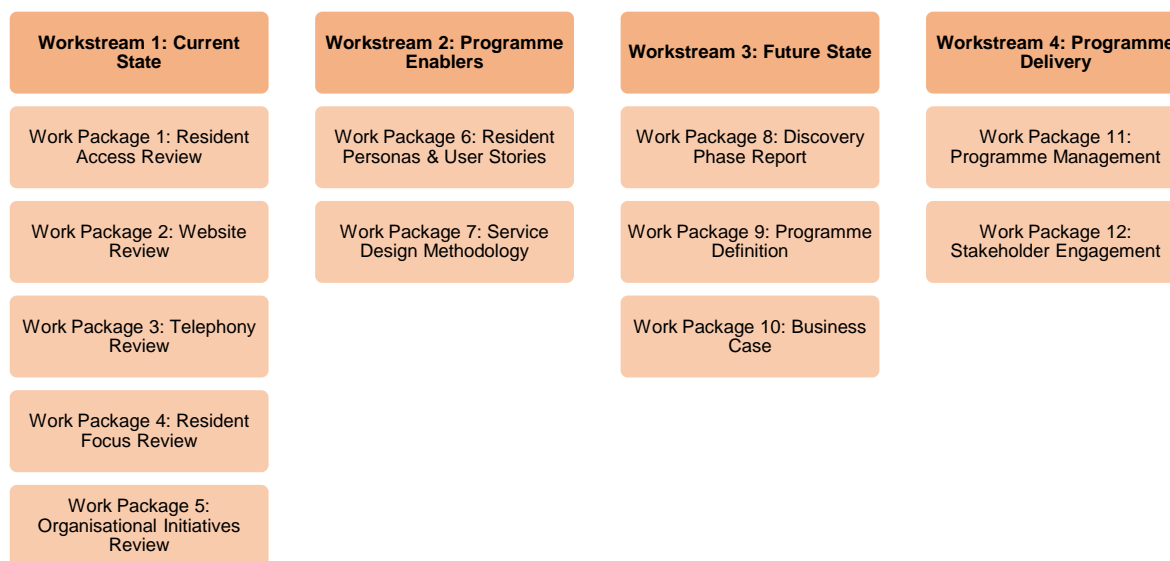
What are we intending to do?

5.1. The key objectives for the discovery and design phases are:

- To understand our current position in relation to resident experience and identify opportunities for improvement (including optimising access channels, end-to-end resident journeys and delivery models)
- To develop the organisational capacity, capability and tools for change
- To define our future vision for resident experience and set out what we need to do collectively to achieve it

How will we deliver the work?

5.2. The above objectives will be delivered through four workstreams, with a series of work packages sitting beneath them.



5.3. The work packages in the first two workstreams have been specifically designed to explore the four themes identified by Members (digital inclusion/innovation, the opportunity of local, organisational culture and multi-channel approach) in more detail.

5.4. Specific actions identified by the Overview & Scrutiny Committee and Members in relation to the review of the Council's automated telephone system will be taken forward as part of the Telephony Review (Work Package 3).

5.5. Further information on the deliverables can be found in Appendix B.

6. Work to date and next steps

What have we done so far?

6.1. Significant work has been undertaken by officers since November 2021, including:

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- Defining the programme scope and workstreams (as outlined above)
- Developing detailed work packages (key activities, deliverables and timescales)
- Establishing a programme plan and OKR to manage activity across all workstreams
- Identifying and securing internal programme resources (at both operational and strategic levels)
- Delivering kick-off meetings with the programme board, workstream steering groups and programme delivery team
- Managing the procurement process for an external partner (currently awaiting detailed proposals from shortlisted suppliers)
- Initiating activity on key work packages, such as WP5 (organisational initiatives review), WP11 (programme management) and WP12 (stakeholder engagement)
- Completing the 'discovery' design sprint and planning the 'prototyping' design sprint for the member casework review (see section 7)

What happens next?

6.2. Detailed delivery plans will be developed and implemented for the three work packages referenced above (WP5, WP11 and WP12), with preparatory work (e.g. identifying data sources, engaging with services) taking place across the other work packages in the discovery phase (WP1, WP2, WP3, WP4, WP6 and WP7). Detailed delivery plans for these work packages will then be developed in collaboration with the external partner once they are appointed (it is anticipated that the procurement process will be completed and the contract awarded by mid-March 2022).

7. Member casework design sprint

7.1. Members and senior officers repeatedly raised concerns about the effectiveness of the current member casework process during programme engagement activity. At their September 2021 meeting, the Overview & Scrutiny Committee requested that officers review the process, with a particular focus on (a) the pathways and gateways for members to raise cases and (b) the digital systems used to manage casework.

7.2. Following initial work by officers in Corporate Customer Relations, a design-led approach was adopted in order to quickly identify improvements in a user-focused, agile and collaborative way. Between 24th January and 4th February 2022, officers from Insight, Transformation & OD facilitated the first of two design sprints ('discovery') with a core team of officers, including service owners, technical leads and subject matter experts from different services.

7.3. Working in this way brought with it the following benefits:

- We talked about Member casework as a collective for the first time – which gave a holistic view and understanding of the problems, process and needs
- Assumptions were tested and quickly identified where incorrect (for example, corporate complaints pull together a monthly report which is sent to departments and assumed to go to the right people in services. Service managers dealing with casework often didn't see these reports and assumed the corporate team didn't do one.)
- Quick fixes from conversation identified and resolved during the sprint (ie including the right people on the distribution of the report)
- Tested and challenged our own behaviours
- Similarities and differences in practices and expectation across different parts of

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the organisation were quickly brought to light

- A genuine no-blame, non-defensive, problem solving environment (individuals were not afraid to say they didn't know things and what this led to in practice when dealing with Member casework)
- Solid case for changing rather than personal preferences or intuition
- Flexibility and agility – being able to pivot our activities based on our findings so we are focused on achieving the outcomes

7.4. During the sprint, officers conducted research (including interviews with eight members) to understand the problem from a user perspective and documented the needs of different user groups (e.g. through the creation of user stories).

7.5. They found that the majority of issues identified could be grouped into four core areas – process, roles and responsibilities, training & communication and reporting. A range of potential solutions were then identified and assessed in terms of feasibility and impact. These will be prioritised for further development and tested with members and officers during the second design sprint ('prototyping'), which is due to begin on 28th February.

8. Financial implications

8.1. The discovery and design phases of the Resident Experience programme are being funded from corporate transformation reserves with a budget of £120,000 agreed. A proportion of this budget has been utilised to procure an external partner. The delivery phase of the programme will require additional funding, which will be identified and justified in the detailed business case produced at the end of the design phase.

8.2. More widely, the programme will drive value through supporting the Council's medium-term financial strategy, enabling cost savings and efficiencies, minimising failure demand and maximising the effectiveness of resident interactions with our services.

9. Legal implications

9.1. There may be specific legal considerations (e.g. in relation to consultation and statutory provision) as proof of concept pilots are undertaken and opportunities for improvement are further defined. These considerations will be assessed on a case-by-case basis, with input sought from appropriate officers. Additionally, there is opportunity across the programme as a whole to progress the objectives of the Equality Act and Public Sector Equality Duty (see section 8).

10. Equalities implications

10.1. Improving our resident experience is about raising standards for all residents and ensuring that their interactions with the Council are positive, supportive and empowering. We have a diverse borough and need to both take into account and design for the range of experiences and characteristics of our residents, mitigating barriers they may experience and reducing marginalisation through intelligent, inclusive design.

11. Climate change and environmental implications

11.1. The Resident Experience programme presents an opportunity to design services with the climate in mind, reducing travel requirements, printing and other high-polluting and resource intensive approaches. More environmentally friendly alternatives could be introduced where possible and appropriate, such as online appointments and digital provision of evidence.

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12. Crime and disorder implications

12.1. There are no specific crime and disorder implications arising from this report.

13. Health and wellbeing implications

13.1. There are no specific health and wellbeing implications arising from this report.

14. Glossary

Term	Definition
Design sprint	A design sprint is a time-constrained process (usually 1-2 weeks) where a dedicated team explore a specific challenge or issue, design potential solutions and test them with real users.
Discovery	The discovery phase of a project, programme or initiative focuses on researching and defining the problem that needs to be solved.
Interaction	Interactions are the way in which residents engage with the services we provide, from access to outcome. It also includes the actions we take as a Council when things go wrong, such as complaints and member advocacy.
Prototyping	The prototyping phase of a project, programme or initiative focuses on quickly creating a draft version of a product or service which can be tested and refined with users.
Resident	Residents are people we serve as a Council, whether they live, work, learn in or visit the borough.
Resident experience	Resident experience is the sum of all the different interactions that a resident has with the Council and, most importantly, their perception of those interactions.
Service	A service is a set of processes and activities that the Council undertakes in order to deliver an outcome

15. Report author(s) and contact

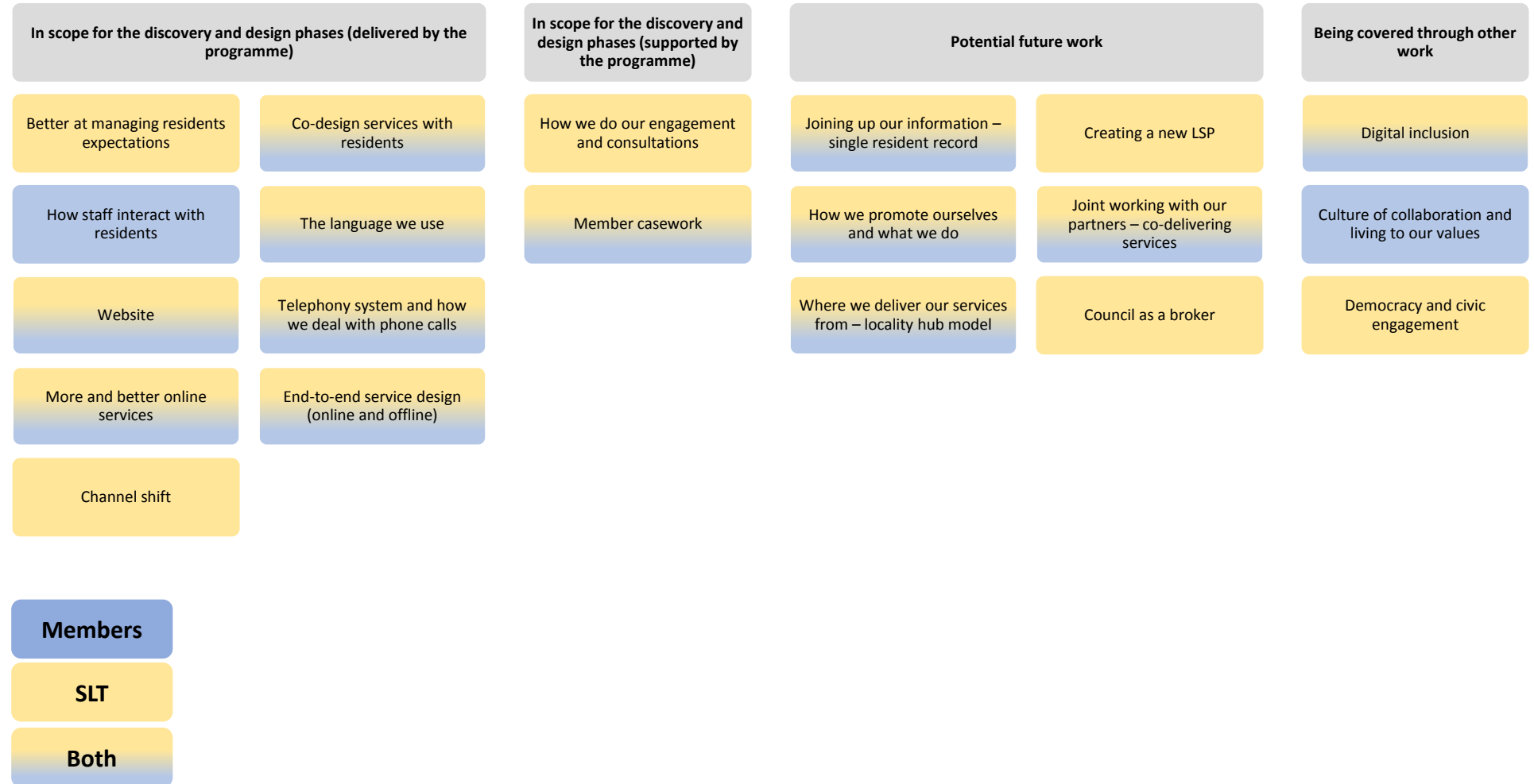
15.1. If there are any queries about this report, please contact Rosalind Jeffrey (Strategic Transformation & OD Business Partner/Resident Experience Programme Manager) by email (rosalind.jeffrey@lewisham.gov.uk) or telephone (020 8314 7093).

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Appendix A – Member & SLT Feedback



Appendix B – Background information

What do we mean by ‘resident experience’?

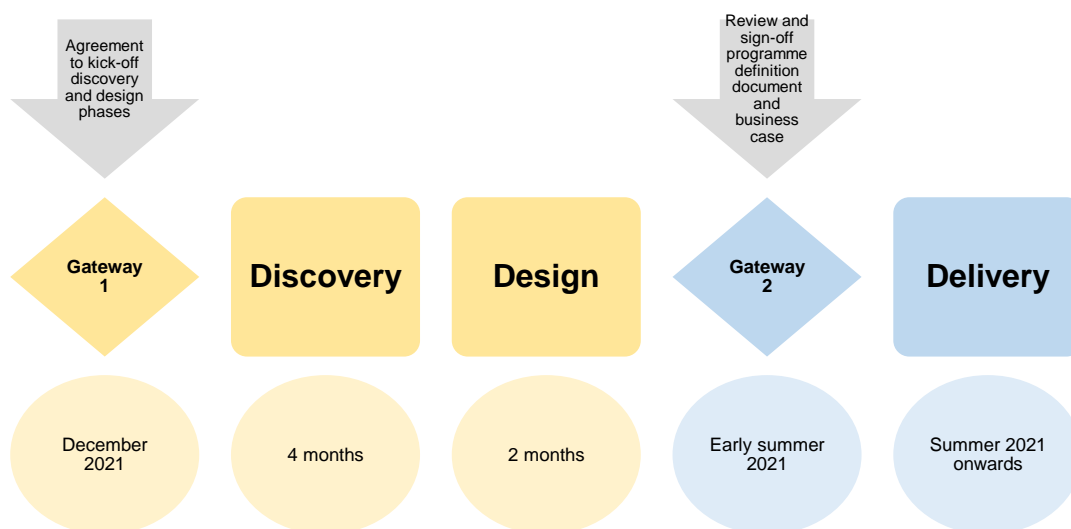
15.2. Officers have developed a set of working definitions to guide the programme:

- Residents are people we serve as a Council, whether they live, work, learn in or visit the borough
- A service is a set of processes and activities we undertake in order to deliver an outcome
- An interaction is the way that residents engage with the services we provide, from access to outcome. It also includes the actions we take when things go wrong, such as complaints and member advocacy
- Resident experience is the sum of all the different interactions that a resident has with the Council and, most importantly, their perception of those interactions

15.3. These definitions will be tested and further refined as part of ongoing programme activity.

How is the programme structured?

15.4. The diagram below provides a high-level overview of the Resident Experience programme:



15.5. Work to develop the programme has been led jointly by key service areas (IT & Digital Services, Insight, Transformation & OD, Corporate Customer Relations and the Programme Management Office). Engagement with members and SLT generated a significant amount of feedback, which was critical in shaping both the overall approach and the focus of the discovery and design phases. More information can be found in Appendix A.

15.6. An external partner will be procured to provide additional capacity and specialist skills, working in collaboration with internal resources as part of a multi-disciplinary programme delivery team.

What will be the result?

15.7. It is anticipated that the following deliverables will be produced as a result of the above activity:

Resident Access Review

- Visual representation of the current resident access model
- Detailed report outlining how each access channel currently operates, plus associated volumetric and cost data
- List of opportunities for improvement (across the organisation and within specific services)

Website Review

- Detailed report outlining key findings on how effective our website is
- List of opportunities for improvement

Telephony Review

- Detailed report outlining key findings whether our telephone offer meets residents needs
- List of opportunities for improvement

Resident Focus Review

- Detailed report outlining key findings on the resident experience when interacting with the Council
- List of opportunities for improvement (across the organisation and within specific services)

Organisational Initiatives Review

- Detailed list of all initiatives relating to resident experience
- Proposed governance and support approach

Resident Personas & User Stories

- Detailed report about resident demographics and needs
- A set of resident personas and user stories against which to test improvements

Service Design Methodology

- A set of service design principles and tools that can be applied when improving services
- Service design training packages (including skills training for project teams and 'light-touch' introductory training for wider service groups)

Discovery Phase Report

- Detailed discovery phase report bringing together all the reviews, including a prioritised list of service design opportunities

Programme Definition

- Detailed programme definition document

Business Case

- Detailed business case for the delivery phase (including costs, benefits, risks and assumptions etc)

Programme Management

- Programme and workstream OKRs
- Programme plan
- Detailed implementation plan for each work package

Stakeholder Engagement

- Communication strategy, plan and timetable for the discovery and design phases
- Proposal for resident and member engagement during the delivery phase
- Validated 'change management framework' on changing culture and behaviours

How will the work be managed?

15.8. The Chief Executive is the programme sponsor and strategic Senior Responsible Owner (SRO) for the Resident Experience programme, with the Director of Planning as the operational SRO. They are supported by four strategic leads (the Heads of Service for Digital Solutions, Insight, Transformation & OD, Corporate Customer Relations and the Programme Management Office) and a programme manager from Insight, Transformation & OD.

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15.9. The programme reports into the Strategic Change Board under which there will be programme and project level governance overseeing the different workstreams.

Member involvement

15.10. The discovery phase of the programme will provide significant opportunities for member involvement, both in terms of user research and wider engagement. Different options for formalising the role of members and residents during the delivery phase (e.g. co-production groups and advisory panels) will also be explored.

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